



## Goal 10: Effective Management

**EPA will establish a management infrastructure that will set and implement the highest quality standards for effective internal management and fiscal responsibility.**

### Importance of this Goal

Efforts under this goal support the full range of Agency activities for a healthy and sustainable environment. Agency management provides vision and leadership within the Agency, nationally and internationally on matters relating to the Agency and conducts policy oversight for all Agency programs. The effectiveness of EPA's management approaches will determine, in large measure, how successful we will be in pursuit of the other goals identified in this Strategic Plan. Sound management principles, practices, results-based planning and budgeting, fiscal accountability, quality customer service, rational policy guidance and careful stewardship of our resources are the foundation for everything EPA does to advance the protection of human health and the environment. Agency management systems and processes will be supported by independent evaluations that promote operational integrity and economic, efficient and effective programs, so that we can obtain the greatest return on taxpayer investment.

### Objectives

- The Office of the Administrator and Deputy Administrator will provide vision and leadership (within the Agency, nationally and internationally) as well as executive direction and policy oversight for all Agency programs.
- EPA will provide the management services, administrative support and facility operations necessary to achieve its environmental mission and to meet its fiduciary and workforce responsibilities.
- EPA will provide a quality work environment that considers employee safety and security, building operations, utilities, facilities, new construction, repairs, and pollution prevention, within Headquarters and nationwide.
- EPA will provide audit and investigative products and services, all of which can facilitate the accomplishment of its mission.

### What Will Be Accomplished

Accomplishments under this goal relate primarily to improvements in the Agency's internal management infrastructure and processes. EPA's plans for the coming years build on our past achievements in the areas of resource management, systems development, and facilities enhancement, and will include full implementation of an integrated planning, budgeting, analysis and accountability system.

### Strategies for How It Will Be Accomplished

To provide a strong foundation for our environmental and human health strategies, our managerial accomplishments will include:

- Investment in EPA employees, through training, education and other means, to ensure that the Agency's workforce is of the highest caliber and is fully prepared to deliver national leadership and expertise in environmental protection.
- Implementation of automated and streamlined human resources processes for increased efficiencies in hiring and placement of staff with the scientific and technical skills necessary to sustain effective environmental protection programs.

### *Agency Approaches to Achieving Our Goals*

- Construction of new facilities, and establishment of state-of-the-art laboratories, providing the tools essential to researching innovative solutions to current and future environmental problems and enhancing our understanding of environmental risks.
- Reduction of our reliance on cost-plus, level-of-effort contracting in favor of performance-based service contracting.
- Enhancements to contract management information systems. By improving the quality and availability of information on the status and use of resources, we can assure that we acquire the best quality goods and services in support of Agency objectives.
- Resolution of material weaknesses previously identified in the area of grants closeouts, to reinforce the integrity of our assistance programs.
- Implementation of the best practices identified government-wide by the General Accounting Office (GAO) for information resources management, and integration of information technology investments with the Agency's overall strategic planning process, to keep EPA in the vanguard of federal agencies with respect to the quality and utility of our data systems.
- Support for electronic reporting by our highest-volume submitters, to reduce their reporting burden and facilitate EPA's acquisition of key information relative to environmental conditions across the country.
- Provision of audit and investigative products and services by the independent Office of the Inspector General to assist the Agency in accomplishing its mission and improve the performance and integrity of its programs and operations and reduce the risk of loss from fraud and other improprieties.

#### **Performance Measures**

EPA will measure performance under the Effective Management goal by tracking progress in three major areas. First, specific milestones will be established with respect to automation efforts supporting Agency administrative reforms and process improvements that contribute to more efficient ways of doing business. Second, customer service measures will enable us to gauge

increases in customer satisfaction--both internal and external to the Agency--in terms of quality and timeliness of services. Third, we will assess EPA's success in achieving statutory requirements pertaining to Agency management including the Chief Financial Officers Act, the Government Management Reform Act, the Clinger-Cohen Act and the Federal Acquisition Regulations. These measures will include reporting requirements, such as receiving unqualified audit opinions (which EPA hopes to achieve each year beginning with our FY 1997 Annual Financial Statements) as well as assessments of systems management.

For all performance measures relevant to this goal, we anticipate that primary data sources will be EPA management information systems and targeted customer surveys. In FY 1999, we expect to develop baseline information, where necessary, to enable us to track progress more precisely in future years. In time, the traditional management focus on output measures will shift towards broader outcome-oriented measures, such as measures to demonstrate specific operational improvements and efficiencies in Agency programs.

#### **Addendum**

#### **Statutory or Other Authority, Directives, or Obligations for Specific Objectives**

##### **GOAL 1 -- Clean Air**

###### **Objective 1**

Clean Air Act (CAA) (42 U.S.C.7401-7671q)

Toxic Substances Control Act (TSCA) (15 U.S.C. 2601-2692)

###### **Objective 2**

CAA, TSCA

###### **Objective 3**

CAA, TSCA

###### **Objective 4**

CAA, TSCA